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REC 767757

22 JUN 1976

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Senior Executive Career Service Panel

FROM : P. W. M. Janney
Director of Personnel

SUBJECT : Agency Employee Survey

25X1

1. On May 19 of this year the Director signed an Employee Bulletin informing the Agency work-force that an Agency-wide personnel management survey would soon be undertaken. A copy of the proposed survey questionnaire, which has been developed by the Office of Personnel and the Office of Medical Services (PSS), is attached. Attachment A represents the form to be used by employees in the immediate metropolitan area; attachment B (sanitized by representatives of the DDO) represents the form to be used by employees located in the [] foreign field areas. The questions are the same on both forms but field use required making some modifications. The questions changed in the field version (attachment B) are noted with an asterisk.

2. We ask that you review the questionnaire so that we may be sure that you understand exactly what Agency employees will be requested to respond to. Some Directorates have had surveys fairly recently, but those familiar with the content of the Directorate surveys will find only a limited amount of overlap with respect to the questions asked. A significant percentage of the questions contained in the Agency-wide questionnaire comes directly from the survey used by the Civil Service Commission in connection with its personnel management evaluation activity. It is our intention that this forthcoming employee survey will support a continuing effort on our part to probe various factors influencing the effectiveness of Agency personnel management practices. Hence, the questions are general and applicable to all parts of the organization. They will serve as a benchmark for future surveys.

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3. You will note that several questions are included at the end of the questionnaire relative to employee morale. The Director has expressed special interest in this matter. The morale questions are limited in number and scope in this survey because the Director has approved the suggestion to query mid-level supervisors who, being close to the employee work situation, could offer some special insights in this area. Of course, this special morale survey which will be given at a later date will be intensive, will be directed at a limited and special segment of our employee population, and should not detract from this particular effort.

4. The attached questionnaire is not in final form, i.e., items need to be numbered, and other minor alterations made; however, no further substantive changes are contemplated. Should you have any problems or reservations about any item please inform us so that necessary changes may be accomplished soon. Should we receive nothing from you prior to June 28 we shall assume your endorsement and prepare the draft questionnaire for printing and dissemination. As indicated previously the survey will be distributed to one of every four employees in each career service whether stationed locally or in the field. Personnel officers and registry employees will cooperate in seeing to it that those employees randomly selected to participate in the survey receive the questionnaire.

[Redacted]
F. H. M. Janney

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Atts.

As Stated

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ORIGINAL DOCUMENT MISSING PAGE(S):

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21 APR 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Morale of Agency Employees

REFERENCE : Memo for DCI fr Chairman, MAG dtd
29 Mar 76, subj: Follow up to
12 March DCI Meeting with MAG

1. The memoranda submitted by the MAG members are interesting and contain frank expressions of their individual impressions as to the state of morale as they observe it within their Directorate or component. The varied factors and/or indicators identified as leading to their impressions may or may not be valid in terms of drawing conclusions. The evaluation of employee or organizational morale requires the development of broader and deeper professional studies which would include the identification and evaluation of those factors that are truly indicative of the state of Agency morale. There is no doubt that the events of the past year have had an impact on employees as individuals and on their organizations as groups. Whether negative reactions are transient or more lasting is hard to determine at this point.

2. Poor morale is frequently reflected in an increase in the voluntary separation rate of "good" employees. The Agency has not experienced any significant change in this regard to date, but the general lack of opportunities in the outside labor market may be an influencing factor. Confirmation of substantial deterioration of employee motivation and negative attitudes are other indicators of poor morale, but these can only be determined by well constructed employee survey techniques. Uncertainties and uneasiness associated with changes in organizational management, anticipation of changes in policies and programs, and the circulation of rumors always create a degree of employee apprehension which is usually dispelled as new directions are confirmed. We

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have little or no indication that employee concerns have had the slightest effect on productivity and "getting the job done." Given recent circumstances, I would certainly expect employees to feel concern and some apprehension for the future of the Agency, yet such concern and apprehension does not seem to get in the way of their work. Some of the more tangible effects may be on those with whom we do business. Can we expect and will we get the same degree of cooperation from foreign intelligence services and other government agencies?

3. Much of our employee uncertainty as regards the future (as related to both the Agency's role and their personal relationships) will be dispelled with early decisions on pending key assignments, conclusion or reaffirmation of organizational and functional alignments and the articulation of new directions. I believe, however, that it would be useful to develop and institute a tailored survey directed at our mid-level Agency supervisors (Division and Branch or equivalent), who are closest to the employee work situation, to ascertain their views on the key indicators of employee productivity, motivation and quality of effort. Office of Medical Services/Psychological Services Staff and the Office of Personnel could be jointly tasked with undertaking this task.

(Signed) F. W. M. Janney

F. W. M. Janney

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